

**State Industrial Mechanical & Fluid Maintenance
Apprenticeship Advisory Committee**

October 17, 2013

Wisconsin Technical College System Foundation
Waunakee, WI

DRAFT MINUTES

Members Present	Employer
Adamus, Larry	Domtar-Rothschild
Grenfell, Todd	Fourinox
Harry, Bob	GKN Sinter Metals
Herman, Ron (Co-Chair)	New Page
Laabs, Art	ATI-Ladish
McGlynn, Kevin M.	Caterpillar
Mortenson, Brandon	Harley-Davidson
Mullarkey, Pat	3M
Steckl, James	Quad Graphics – West Allis
Verkuilen, Ron	Thilmany
Members Absent	Employer
Smith, Mark	Alliant Energy - Sheboygan
Spaeth, Erin	Charter Steel - Saukville
Consultants and Guests	Employer
Beyersdorff, Loren	Northcentral Technical College
Cook, Jim	Madison Area Technical College
Giordano, Jim	Gen-Met, Inc.
Kiel, Todd	Northeast Wisconsin Technical College
Lischka, Ken	John Deere Horicon
Mayhak, Bert	Mid-State Technical College
Morgan, Karen	Bureau of Apprenticeship Standards
Propper, Missy	Gen-Met, Inc.
Smith, Owen	Bureau of Apprenticeship Standards
Schetter, Shelia	Lakeshore Technical College
Vine, Charles	ATI Ladish
Stahlecker, Ben	Bureau of Apprenticeship Standards
Wood, Marge	Wisconsin Technical College System
Zenisek, Hal	Wisconsin Technical College System

1. Call to Order

The meeting was called to order at 10:00 am by Ron Herman, Committee Co-Chair, in conformity with the Wisconsin Opening Meeting Law.

- 2. A sign-in sheet** was circulated to record those in attendance. Introductions of all attendees were made. New members were announced: Todd Grenfell of Fourinox, Inc.; Bob Harry of GNK Sinter Metals; Art Laabs of ATI Ladish; and Brandon Mortenson of Harley-Davidson.
- 3. The minutes** of the April 11, 2013 State Maintenance Mechanic/Millwright Apprenticeship Advisory Committee were approved with one correction: the Paid Related Instruction for the Millwright apprenticeship program, not all IM & FM trades, is 576 hours.

4. Old Business

a. SAGE Finale

SAGE concluded on June 30, 2013, and either met or exceeded all of its official performance targets:

- Apprentice participants: 4,508 projected; 5,222 actual
- Expenditures: \$6 million projected; \$6 million actual

SAGE also exceeded its unofficial performance target of trades served: 20 projected; 64 actual. However, SAGE did not meet its unofficial performance target of 1,500 journey worker participants, reporting only 422 journey worker participants. The low outcome is the result of high unemployment among journey workers and low to zero response from journey workers to SAGE upgrade sessions.

The Dept. of Labor selected SAGE as one of three projects nationwide to be featured in a national webinar on successful state energy sector partnership grants. Karen Morgan will present on the grant's curriculum products, strategies for employer engagement, and lessons learned.

The Bureau is preparing a final report for all stakeholders, which will explain the background, purpose, activities and outcomes of the entire grant. The report is projected to be release by November.

b. 2014 Biennial Conference Update

Logistics

The 26th Biennial Apprenticeship Conference will be held January 26 – 28, 2014, at the Chula Vista Resort in the Wisconsin Dells. The reception will be held on Sunday, the 26th; the Apprenticeship Expo and Hall of Fame Award will occur on Monday, January 27; and the event will conclude on Tuesday, the 28th, at noon.

The conference will be held in the Conference Center, but the Expo will be held at the Wisconsin Center, a dome located half a mile down the road. Free shuttle service will be available between the two locations. Rooms will be offered at the state rate, but are not yet available. Reservations include tickets to the indoor water park.

Theme and Audience

The theme is “The Apprenticeship Solution: Meeting the Challenge.” The Bureau, with strong support from the Department of Workforce Development, will target the following stakeholder groups to attend:

- K-12 students, teachers, guidance counselors, and school board staff
- Workforce Development Boards, WIA Service Providers, and Job Service
- the Apprenticeship Community, including employers, employer associations, labor, and employees

i. Involving High School Students

The Bureau is taking several measures to involve high school students, grades 9-12. BAS has invited all school districts within 70 miles of Chula Vista, and are trying to raise enough funds to pay for buses, bus drivers and substitute teachers. Booths in the Expo will be arranged by sector for ease of access. When a student visits a booth, he or she can receive a sticker to apply to a program that resembles a football scorecard. Students who complete scorecard will receive free Green Bay Packers merchandise. The Expo will include engaging displays from the skilled trades, include virtual welders from Lincoln Electric and a mobile CNC lab from Lakeshore Technical College. Mini-theatres throughout the Expo will show brief videos on careers in the skilled trades, how to become an apprentice, and more.

ii. Speakers and Workshops

Speakers will include national economist Anirban Basu, who spoke at the 100th Anniversary Conference; Mark Breslin; and a yet-to-be-announced keynote speaker. Workshops will range from introductions to apprenticeship, the Wisconsin Technical College System and Workforce Investment Act, to best practices for local committees to best practices of youth apprenticeship and apprenticeship prep programs.

iii. Hall of Fame Award Nomination Form

Owen Smith distributed a hard copy of the nomination form for the Hall of Fame Award which honors individuals who bear a distinguished record of contributing to Wisconsin Apprenticeship for more than 20 years. Nominees may be deceased within the past three years. The award will be the only award presented at the conference, but may be presented to more than one recipient. Nominations are due December 1, 2013, and can be submitted to Karen Morgan. The nomination form is currently available from BAS in electronic format as a fillable form in Microsoft Word. The form will be available online as an automated form soon.

iv. Expo Point of Contact

Owen Smith asked members to nominate a point of contact to work with the planning committee on the trade’s display in the Apprenticeship Expo. The point of contact will be responsible for informing the planning committee of all display needs, such as square footage, electricity, and audio/video set-up, and recruiting staffing for the booth. Members recommended employers who owned mobile CNC machining labs.

c. Letter of Program Recognition from U.S. Department of Labor

The U.S. Department of Labor granted continued recognition for the next five years to the the Bureau of Apprenticeship Standards for the registration of apprenticeship programs and agreements, for Federal purposes, in the State of Wisconsin. The recognition followed a successful review of all modifications to registered apprenticeship-related legislation, regulations and policies made by BAS to conform with terms of Title 29, CFR part 29.

The US Dept of Labor found only one item of concern, an old rule passed in the 1980s that permitted family-owned construction businesses to place sons and daughters and “any person necessary to an approved affirmative action plan” directly into the apprenticeship program once he or she met the qualifications. The clause violates federal regulations on affirmative action which prohibit hiring on the basis of ethnicity and/or gender alone. BAS never used the clause during selection procedures, and agreed to remove it when the rules are next updated.

Modifications to Title 29, CFR part 30, which deals with Affirmative Action and Equal Employment Opportunity, were projected to be released in 2013-2014, but have been delayed indefinitely.

d. Industrial Manufacturing Technician Update

Owen Smith explained the background of the program for new members. The 18-month, hybrid apprenticeship targets entry-level industrial employees. Industrial Manufacturing Technicians perform work processes related to a wide variety of manufacturing settings. They perform many manufacturing operations; comprehend the various manufacturing types, processes and products; and comprehend the manufacturing business as a system that integrates multiple disciplines, processes and stakeholders.

Tasks include:

- Set up, operate and control production equipment
- Produce quality product
- Manage raw materials/consumables
- Help improve manufacturing processes and schedules to meet customer requirements

The curriculum is based on MSSC certification. Paid related instruction is offered currently through Milwaukee Area Technical College only.

The program was developed by a focus group of Milwaukee-area manufacturers that saw an industry-wide need to train entry-level workers in basic production processes and manufacturing principles. The focus group was coordinated by WRTP / Big Step, a Milwaukee non-profit that specializes in providing basic training and placement for entry-level construction and manufacturer workers. The program was funded by SAGE.

Many additional technical colleges and potential sponsors have either expressed interest in adopting the program or have begun outreach efforts. WRTP can assist in expanding the program to additional technical colleges because it received a federal H1B grant, which funds training for workers to mitigate the need to hire foreign labor. WRTP / Big Step and Lakeshore Technical College held a sensing meeting with several potential

sponsors. Many potential sponsors anticipate beginning the program in fall 2014. One potential sponsor reportedly has ten employees interested in registering.

A general discussion ensued on the benefits of the program and concern for its implementation. Many members praised the program as excellent for entry-level workers; a solid foundation for a career pathway into more skilled apprenticeships; great for industry as a whole, and supportive of employer-employee engagement. Several members expressed concern that the program has been under-communicated, because they had either not heard about the IMT program or had not received a response to their inquiries to WRTP / Big Step.

Karen Morgan clarified several points:

1. First, the program is not driven by WRTP / Big Step, but by BAS. WRTP conducts outreach for the program.
2. Second, many potential sponsors are strongly interested in participating in the program, but have to wait until collective bargaining agreement are up for negotiation to include the position in the collective bargaining sponsor apprentices at the time of implementation because they lacked the necessary language in their collective bargaining agreements.
3. Third, MSSC is a national certification, so members are advised to research their questions online, because BAS is not involved with the testing or issuing of the credentials.

As a result of this discussion, BAS agreed to email the following documents to members so they can share them with potential sponsors: Exhibit A; outline of paid related instruction; and the working draft of the IMT job book.

5. New Business

a. Review of Roster

Owen Smith distributed a copy of the current roster, including the new members, and asked all members to double check that their contact information is correct. Several members provided updated information.

The committee is short one employer member.

As a result of this conversation, BAS will update the committee roster and outreach for an additional employer member.

b. Review and approval of Industrial Manufacturing Technician Job Book

Owen Smith explained that the focus group was able to complete 75% of the job book due to scheduling conflicts in September and October. The book will be ready in early 2014. Owen noted key features of the draft job book—competencies, duties and tasks/indicators of competency—and explained how they were derived from the Exhibit A and the original occupational analysis (DACUM).

As a result of this discussion, BAS agreed to email the following documents to members so they can share them with potential sponsors: Exhibit A; outline of paid related instruction; and the working draft of the IMT job book. In addition, BAS will coordinate the focus group to complete the job book in early 2014.

c. Review and approval of Welder-Fabricator Job Book

Owen Smith presented the final draft of the Welder-Fabricator Job Book to members, and asked them to review and approve the document. Owen noted key features of the job book—competencies, duties and tasks/indicators of competency—and explained how they were derived from the Exhibit A and the original occupational analysis (DACUM).

In addition, Owen noted how "Competency Three: Performs Welds" and "Competency Five: Perform All Available Cutting Processes" are structured by welding and cutting process, respectively, because most shops do not perform all processes. This allows the program to be applicable to the most of employers.

A general discussion on minor content changes followed. Members suggested several changes.

A discussion then ensued on the value of the phrase "if applicable," which is used in every duty in every competency. Members and guests expressed concern that the phrase creates loopholes that the sponsor could use to pass non-competent apprentices, does not establish minimum requirements per competency, and thereby does not help create an industry standard.

Owen Smith stated that sponsors are evaluated before registration by Apprenticeship Training Representatives to ensure they are capable of training to all the work processes. In addition, to allow for variation between employers and within the industry, the program allows sponsors to choose which tasks their apprentice will perform to satisfy the work process. Therefore, the need for minimum requirements is addressed before registration and is moot afterwards. The phrase "if applicable" is necessary because it allows for flexibility in how employers train and reminds sponsors that they do not have to train apprentices in every task, especially tasks that they do not perform as part of their regular business.

Several members continued to express concern that the phrase was not helpful.

As a result of the discussion, BAS will coordinate a conference call with the focus group and interested members to identify areas in the job book where minimum requirements would be more helpful than the phrase "if applicable." The changes will be presented to members for review.

d. Council Activities

The Apprenticeship Advisory Council has been developing several tools for apprentices and employers that are designed to mitigate the cancellation rates of female and minority apprentices, which are higher than those of most apprentices, according to the 2010 Legislative Audit Bureau audit of registered apprenticeship.

Focus groups and follow-ups surveys revealed several factors that contributed to the high cancellation rates. Female and minority apprentices often reported that they experienced difficulty determining whether an uncomfortable incident is common culture or discrimination; whether they would be punished for reporting the incident; and whether support networks existed within the employer or Bureau with whom they could get advice about the incident.

Some of the tools developed by the Council help prepare apprentices for daily life in a construction trade, success as a self-supporting adult, and a career pathway. Other tools prepare employers for an increasingly diverse workforce and advise them of how to understand and meet the needs of apprentices.

Online Apprenticeship Orientation Course

This course is a self-paced online version of the original “Apprenticeship Orientation” print publication. It is designed to prepare apprentices for all aspects of their apprenticeship program, from their professional and personal responsibilities to tips for daily life on a jobsite to preparing for their financial future. The content was based directly on the results of apprentice focus groups and surveys that explored what apprentices wished they would have known earlier in their program. The content was repackaged as a self-paced online course, with condensed content and interactive features, after apprentice focus groups found the print publication too lengthy and boring.

The course will be contained on the BAS website. The software will allow the apprentice to continue where he or she left off, so apprentices can proceed at their pace and discretion. Apprentices either pass (complete) or fail (fail to complete) the course; they do not earn a grade. Upon completing the course, the software will generate a certificate of completion for the apprentice and a separate electronic record of completion for BAS.

The course is complete, but will not go live until the end of 2013. BAS must first discuss feedback with the Council at its November meeting and implementation with the training coordinators. BAS will email a private link to a non-public version to all state committees as part of a follow-up to the fall meetings.

The Bureau is asking all state committees whether they support mandating the course as part of unpaid related instruction. The timeframe for completion (e.g. within the probation period or within the first year, etc.) is negotiable and may vary per committee.

Outreach Campaign to K-12 stakeholders

The Apprenticeship Advisory Council are collaborating with several partners to present apprenticeship and a career in the skilled trades to high school students as attractive alternatives to a four-year degree. The outreach effort includes several ground breaking projects:

- *New Ads on Packers Radio Network*
The focus of radio advertisements for apprenticeship on Packers Radio Network will switch from employers to apprentice applicants at the end of October. The revised ad will highlight apprenticeship as an attractive means of learning a skilled trade, beginning a career, and earning a good wage. The ad will continue through the regular season.
- *Teacher Toolkit*
The Department of Public Instruction has assembled a toolkit for high school teachers on the DPI website. The toolkit includes talking points and information needed to present apprenticeship and a career in the skilled trades alongside a four-year degree as viable post-secondary education opportunities. Materials include an apprenticeship speakers list of employers, skilled workers, and stakeholders who speak to classes, speak at teacher in-service days, and other outreach events.
- *DWD Secretary Newson* met with the Guidance Counselors Association to talk about the importance of technical education and career pathways in the skilled trades.

e. State Committee Website Update

The BAS website now includes PDF files of all meeting material for the 19 state committees, beginning with meetings in Spring 2013. The page is designed to contain material from the last meeting and the upcoming meeting. BAS is researching the possibility of an online archive.

The availability of material online will not change the meeting notification process. Members and consultants will receive the two-week email notification with all meeting material attached. The notification will also include a link to meeting material online. Members will also receive hard copies of the material in the notification and any additional material via snail mail. Additional material providing to members only beforehand, material distributed during the meeting, and the draft meeting minutes will be posted online with 30 days of the meeting.

f. Other

Members discussed briefly whether Transition to Trainer would be more valuable if offered earlier in the apprenticeship (the course is currently mandatory for final year apprentices.

As a result of this discussion, BAS will research the matter further, and add the item to the agenda for spring 2014.

6. WTCS Update (Marge Wood)

Marge Wood distributed a document titled, "Wisconsin Technical College System Curriculum Standards Model & Program Design Summary for Maintenance Mechanic, Millwright & Pipefitter Apprenticeship (Related Instruction.).

The document captures the statewide curriculum model to help instruction across the colleges and help employer worksites plan apprenticeship schedules. BAS will use this report during their outreach efforts and to help inform potential apprentices about the 4-years of PRI.

Potential apprentices and employers in the future will probably only see pages 1-5 unless they want more detailed course information (see below).

In the future, as curriculum is updated, the WIDS software will be changed and new reports will be generated with up-to-date curriculum. Documentation can be more up-to-date and accurate in the future.

Marge noted the following:

1. Page 1 includes the program description (often from BLS or BAS or previous work done by the committee); external requirements – items external to the WTCS and colleges; common program outcomes across all the colleges (TSA for this trade); and the program configuration or sequence of courses with a description of the Lazy Susan approach and both credits and hours used by the WTCS and BAS systems. Descriptive course titles, course descriptions and common course numbering are provided to the trade and BAS staff with this report.
2. Pages 2 – 5 are a term based sequence of coursework recommended by the instructors. An apprentice may start in any term and do not need to wait until term 1 comes around again; although consideration as to whether or not to start with term 8 or wait one semester might be in the best interest of individual apprentices.

The sequence of courses includes local options in selected terms to help balance the time in the classroom each semester and decisions about what to offer in local options may be made by the colleges and local committees.

The designations such as C-1 or M-1 after each course title are references back to the old flow-chart and core, millwright, and pipefitter modules shown in the previous curriculum document. These are meant to aid the committee, BAS, and college staff during the transition and may go away at some point in the future.

3. Pages 6 – 8 are sample Course Outcome Summary reports for three selected courses. The entire report shared with BAS in the future will have one page summary reports for each course. A course description, credits and hours, and a list of course competencies will help inform employers and apprentices about what is covered in each course.
4. The list of program outcomes shows which specific outcomes the instructor's plan to link to each course. This was done during TSA and will aid instructors with assessment in the future.

Members commented that:

1. some notations are confusing
2. the program name must be changed from Maintenance Mechanic/Millwright to Industrial Mechanical and Fluid Maintenance.

Karen Morgan commented that it might be time to review the curriculum for Pipefitter, because the program continues to hold steady at up to 50 apprentices. The curriculum review was tabled after the program was projected to decline.

As a result of this discussion, BAS will add "review of Pipefitter curriculum" to the agenda for spring 2014.

7. Review of Program Participants

a. Review current participants

Currently, 455 apprentices and 160 employers are participating in the IM&FM apprenticeship programs. The apprentice total is the highest since 2007.

b. Update on New Reporting Software

BAS is scheduled to receive Web Intelligence (Webi) reporting software soon. The delay is due to the high demand for programmers on Governor Walker's Unemployment to Employment initiative. The software will allow BAS to report more apprenticeship program data in more ways using more formats. Based on feedback from state committees in spring 2013, BAS will provide a chart of apprentice and employer totals from the past 10 years, with set measurement intervals of Jan 1 and June 1, and a mean value or moving average as a comparative figure. The software will also be able to report apprentices or employers by region or county. BAS will bring the report to the spring 2014 meeting.

c. Employment Projections: Industries and Occupations of Interest to Apprenticeship Programs

The Bureau is distributing the "Employment Projections: Industries of Interest to Apprenticeship," a report from the Dept. of Workforce Development Office of Economic Advisors, to all state committees in order to provide the most current employment projections available for apprenticeable trades. The report presents data on employment projections, wages and worker ages in the construction, utility and manufacturing sector.

Highlights include:

- In 2012, 453,959 individuals were employed in the manufacturing sector, and the average wage was \$52,413.
- In 1991, employees ages 45 and older constituted 29% of the manufacturing industry; in 2011, they constituted 50%.
- Total projected job openings for maintenance and repair workers from 2010-2013 are 20,690. Slightly more than 5,000 of these will be replacement openings.

8. The next meeting is tentatively scheduled for Wednesday, March 5, 2014, at the Madison Area Technical College campus on Commercial Avenue in Madison.

9. The meeting adjourned at 2:00 p.m.

10. Follow-up Items

As a result of the discussions at this meeting, the following actions will be taken before the next meeting:

- 1. BAS will email the following IMT documents to members so they can share them with potential sponsors: Exhibit A; outline of paid related instruction; and the working draft of the IMT job book.*
- 2. BAS will coordinate a conference call with the Welder-Fabricator focus group and interested members to identify areas in the job book where minimum requirements would be more helpful than the phrase "if applicable." The changes will be presented to members for review and approval.*
- 3. BAS will coordinate the focus group to complete the Welder-Fabricator and IMT job books in early 2014.*
- 4. BAS will update the committee roster and outreach for an additional employer member.*
- 5. BAS will research whether Transition-to-Trainer would be more effective if offered earlier in the apprenticeship program. This will be on the agenda for spring 2014.*
- 6. BAS will add "review of Pipefitter curriculum" to the agenda for spring 2014.*